

Membership Balance Plan
Air University Board of Visitors

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Air University Board of Visitors (“the Board”) as a discretionary advisory committee.
2. Mission/Function: The Board shall provide independent advice and recommendations to the Secretary of Defense and the Deputy Secretary of Defense, through the Secretary of the Air Force, on educational, doctrinal, and research policies and activities of the Air University (“the University”). The Board shall:
 - a. Review and evaluate progress of the educational programs and the support activities of the University;
 - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the University; and
 - c. Review and evaluate the educational effectiveness; quality of student learning; administrative and educational support services; and teaching, research, and public service of the University.
3. Points of View: The Board shall be composed of no more than 15 members, who are eminent authorities in the fields of air power, defense, management, leadership, and academia, to include the President of the Naval Postgraduate School.

Each member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. Board members, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Those individuals who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members.

The Board’s membership is not static, and the Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Air Force as the Board’s sponsor. The DoD, unless otherwise ordered by statute or Presidential directive, does not use representative members on DoD established or supported advisory committees. The DoD has found that viewing complex issues through a multi-disciplinary advisory committee provides DoD senior leadership and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based.

4. Other Balance Factors: N/A

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5. Candidate Identification Process: The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of air power, defense, management, leadership, and academia and other matters of special interest to the DoD. Potential candidates to fill vacancies are identified by the Board's professional staff and senior DoD career and political officials.

Once candidates are identified, the Designated Federal Officer, the Commander and President of the Air University, and the Board's staff review the credentials of each individual to narrow the list of potential candidates for forwarding to the Secretary of the Air Force. During the Secretary of the Air Force's review, the Secretary of the Air Force strives to achieve a balance between the educational and professional credentials of the individuals and the subject matter anticipated to be reviewed by the Board to achieve expertise in the points of view to be represented and functions to be performed.

Prior to nominating potential candidates for approval, the list of candidates will undergo a review by the Office of General Counsel of the DoD and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements, including compliance with the Board's charter and membership balance plan. Following this review, the Secretary of the Air Force discusses the potential nominees with the Secretary of Defense or the Deputy Secretary of Defense and requests authorization to proceed with the appointments. Pursuant to DoD policy, only the Secretary or the Deputy Secretary of Defense can invite or approve the appointment of individuals to serve on DoD established or supported advisory committees and subcommittees. The Secretary of the Air Force is authorized to administratively certify the appointment of Board members previously authorized by the Secretary of Defense or the Deputy Secretary of Defense. As part of DoD's committee member appointment process, individuals are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

All Board and subcommittee appointments are for a one-to-four-year term of service, with annual renewals. No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on the Board, including its subcommittees, or serve on more than two DoD Federal advisory committees at one time.

Board and subcommittee member vacancies will be filled in the same manner as described in the previous five paragraphs above.

6. Subcommittee Balance: The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups deemed necessary to support the Board.

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the Secretary of the Air Force

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and based upon the subject matters under consideration. Pursuant to Secretary of Defense policy, the Secretary of the Air Force is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to the Board or another DoD advisory committee. If this prior authorization has not occurred, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the Secretary of the Air Force.

Subcommittee members will be appointed for a term of service of one-to-four years, subject to annual renewals. Subcommittee members, if not a full-time or permanent part-time Federal officer or employee, shall be appointed as expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member. Those individuals who are a full-time or permanent part-time Federal officer or employee shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as an RGE member. No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on a subcommittee.

Currently, the Secretary of the Air Force has approved two permanent subcommittees to the Board:

- a) Air Force Institute of Technology (AFIT) Subcommittee: The AFIT Subcommittee shall be composed of no more than 15 members who are experts in air power, defense, management, leadership, and academia. The primary focus of the subcommittee is to provide advice and recommendations to the Board concerning Department of the Air Force engineering and technology graduate programs.
 - b) Community College of the Air Force (CCAF) Subcommittee: The CCAF Subcommittee shall be composed of no more than 15 members who are experts in air power, defense, management, leadership, and academia. The primary focus of the subcommittee is to provide independent assessments of operations at the CCAF and the impact and effectiveness of policies and procedures.
7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Committees, Boards, and Commissions (79 FR 27482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics.
8. Date Updated: October 4, 2016